

Court Services and Offender
Supervision Agency

**Community Supervision
Program**



Congressional Budget Justification
Fiscal Year 2008

February 5, 2007

Table of Contents

FISCAL YEAR 2008 BUDGET REQUEST	1
PROGRAM PURPOSE AND STRUCTURE.....	2
PERFORMANCE OUTCOMES	3
PROGRAM ASSESSMENT RATING TOOL (PART)	9
ORGANIZATIONAL STRUCTURE	12
RESOURCE REQUIREMENTS BY CRITICAL SUCCESS FACTORS (CSF).....	17
CSF 1: RISK AND NEEDS ASSESSMENT	19
CSF 2: CLOSE SUPERVISION	24
Re-Entry and Sanctions Center	31
CSF 3: TREATMENT AND SUPPORT SERVICES	34
CSF 4: PARTNERSHIPS.....	38
BUDGET DISPLAYS
SUMMARY OF CHANGE.....	47
SUMMARY OF REQUIREMENTS BY GRADE AND OBJECT CLASS	48

**COURT SERVICES AND OFFENDER SUPERVISION AGENCY
FOR THE DISTRICT OF COLUMBIA
Fiscal Year 2008 Budget Request**

Community Supervision Program

Summary of Change
fiscal year 2008

	Perm Pos.	FTE	Amount \$(000)
FY 2007 Budget Estimate (FY 2006 Enacted)	914	914	128,066
Adjustments to Base:			
FY 2007 RSC	-	-	3,428
FY 2007 Pay Raise	-	-	2,128
FY 2007 GPI	-	-	1,835
Total ATB	-	-	7,391
FY 2007 President's Budget	914	914	135,457
Adjustments to Base:			
FY 2008 RSC	6	6	801
FY 2008 Pay Raise	-	-	2,966
FY 2008 General Price Increase	-	-	1,225
Total ATB	6	6	4,992
2008 BASE	920	920	140,449
Program Changes:	-	-	-
Total Program Changes	-	-	-
Total Changes	6	6	4,992
FY 2008 Request	920	920	140,449
Percent Increase over FY 2007 Budget Estimate:	1%	1%	9.7%
Percent Increase over FY 2007 President's Budget:	1%	1%	3.7%

The Community Supervision Program (CSP) constitutes the probation and parole system for adult offenders sentenced under the District of Columbia Code or accepted for interstate supervision. The CSP, through its Community Supervision Services Division (CSS), enforces the requirements of supervision and provides related support services coordinated through a comprehensive case management system. CSP's commitment to CSOSA's public safety and crime reduction mission is expressed through the close supervision of offenders released to the community on probation, parole, and supervised release, as well as through the provision of timely and accurate information to decision-making authorities throughout the criminal justice system.

Program Purpose and Structure

Mission and Goals

As articulated in our Strategic Plan, CSOSA's mission is to increase public safety in the District of Columbia. It does this by enhancing decision-making throughout the criminal justice system and providing effective community supervision of released offenders. The Pretrial Services Agency (PSA) has a separate strategic plan specific to its mission and role within the criminal justice system. PSA supports CSOSA's overall objectives.

Two strategic goals support CSOSA's mission. The first goal targets **Public Safety**:

- *Prevent the population supervised by CSOSA from engaging in criminal activity by establishing strict accountability and substantially increasing the number of offenders who successfully reintegrate into society.*

The second goal targets the **Fair Administration of Justice**:

- *Support the fair administration of justice by providing accurate and timely information and meaningful recommendations to criminal justice decision-makers.*

These goals shape CSOSA's, and specifically CSP's, vision for the District of Columbia and are the foundation of its programmatic activities. To translate these goals into operational terms, CSOSA has adopted four Critical Success Factors (CSFs) that define the key activities through which these goals will be achieved:

1. *Risk and Needs Assessment* – Establish and implement (a) an effective risk and needs assessment and case management process, including regular drug testing, to help officials determine whom it is appropriate to release and at what level of supervision, including identification of required treatment and support services, and (b) an ongoing evaluation process that assesses an offender's compliance with release conditions and progress in reforming behavior so that further interventions can be implemented if needed;
2. *Close Supervision* – Provide close supervision of offenders, including immediate graduated sanctions for violations of release conditions and incentives for compliance;
3. *Treatment and Support Services* – Provide appropriate treatment and support services, as determined by the needs assessment, to assist offenders in reintegrating into the community; and
4. *Partnerships* – Establish partnerships with other criminal justice agencies, faith institutions, and community organizations in order to facilitate close supervision of the offender in the community and to leverage the diverse resources of local law enforcement, human service agencies, and other local community groups.

CSP has organized both its budget and its system of performance measurement according to the CSFs since the Agency's inception. Because the CSFs define the program's core operational priorities, any new programmatic initiative must enhance functioning in at least one of these four areas. Critical administrative initiatives are essential to operations but cannot be specifically allocated to a CSF.

Performance Outcomes

CSP is making a lasting contribution to the District of Columbia community by improving public safety and enabling offenders to become productive members of society. **CSP has established one long-term outcome related to improving public safety: decreasing recidivism among the supervised population.** CSP defines recidivism as conviction for a new offense or revocation that results in the offender's loss of liberty. **In addition, CSP has established four intermediate outcome measures for its offender population: rearrest, drug use, employment/job retention, and education.** Progress in these areas will translate into improved public safety in the District. The following sections discuss progress toward each of the critical outcomes.

Progress Toward Intermediate Outcomes

Rearrest: Rearrest is a commonly used indicator of criminal activity among offenders on probation, parole, and supervised release. As offenders establish non-criminal ties to the community through employment and pro-social relationships, they are less likely to be rearrested.

CSP began studying parole rearrest in FY 1999. In that year, the number of rearrests equated to approximately 27 percent of the average monthly active and monitored parole population. That percentage decreased by 7 percentage points in the subsequent two years; in FY 2001, the number of rearrests equated to approximately 20 percent of the average monthly population. When the numbers are corrected to exclude multiple arrests of the same person, the percentage drops to 16 percent of the average monthly population. A 16 percent rearrest rate held constant throughout FY 2000 and FY 2001.

In FY 2002, the rate of parole rearrest dropped to 14 percent of the total supervised parole population. Initial probation data also became available through SMART. The rearrest rate for probationers was higher; approximately 21 percent of all probationers were rearrested in FY 2002. The combined FY 2002 arrest rate for the total population was 18 percent.

In FY 2003, the rate of parole rearrest rose slightly, to 17 percent of the total supervised parole population. However, probation rearrest dropped significantly, from 21 percent of the supervised population to 13 percent. The combined FY 2003 arrest rate for the total population was 15 percent. In FY 2004, 3,246 offenders, or 18 percent of the population under supervision, were rearrested. This breaks down as 13 percent of probationers and 21 percent of parolees.

In FY 2005, both probation and parole rearrest rates increased. The probation arrest rate rose to 17 percent of the supervised population, while the parole rate rose to 22 percent. A total of 3,588 offenders, or 19 percent of the supervised population, were rearrested.

In FY 2006, a total of 3,666 offenders were rearrested, or 20 percent of the supervised population. Both the probation and the parole rates rose 1 percent, to 23 percent and 18 percent, respectively.

Rearrest statistics are summarized in the following table:

Percentage of Supervised Population Rearrested, FY 1999 – FY 2006

	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Probation	NA	NA	NA	21%	13%	13%	17%	18%
Parole	27%*	16%	16%	14%	17%	20%	22%	23%
Combined	NA	NA	NA	18%	15%	18%	19%	20%

*Data includes multiple arrests of a single person.

Technical Violations: If CSP supervision is effective, the number of violations of release conditions (“technical” violations, as opposed to new criminal activity) should decrease. As CSP implements an aggressive policy of closely monitoring compliance with release conditions and sanctioning every instance of non-compliance, we expect that initially, the number of reported violations will rise. Reduced caseloads have enabled closer monitoring, and more violations will be detected. Over time, however, the certainty of sanctions should provide a disincentive for offenders to continue violating their release conditions; violations should also decrease among offenders who have received treatment and other programming. CSP has therefore adopted as its measure the rate of offenders accumulating multiple technical violations in a given fiscal year.

Initial data audits revealed that during the last six months of FY 2002, approximately 1,000 offenders accumulated three or more technical violations. A total of 3,285 violations were entered into SMART during this period. While this data indicates that violations are being recorded, most of the entries (62 percent) were made in the last quarter of the fiscal year.

In FY 2003, a total of 22,290 violations were entered in SMART. Approximately 11 percent of the supervised population, or 2,430 offenders, accumulated three or more violations.

In FY 2004, a total of 42,096 violations were entered in SMART. In the same period, 3,206 offenders, or 15 percent of the supervised population, accumulated three or more technical violations. Within this group, the mean was just over 4 violations per offender.

In FY 2005, a total of 60,439 violations were entered in SMART, and 6,305 offenders, or 34 percent of the supervised population, accumulated three or more technical violations. Within this group, the mean was about 6 violations per offender. It is unclear whether this significant increase from FY 2004 indicates an increase in violating behavior or increased rigor on the part of Community Supervision Officers in detecting, recording, and sanctioning violations.

In FY 2006, a total of 57,517 violations and 57,127 sanctions were entered into SMART. The average monthly sanctioning rate was 99.3 percent. Nearly 6,000 offenders accumulated three or more violations during the year, with a mean of 5.4 violations per offender for this group (i.e., offenders with three or more violations).

Technical Violations Data Summary, FY 2003 – FY 2006

	FY 2003	FY 2004	FY 2005	FY 2006
Violations recorded in SMART	22,290	42,096	60,439	57,517
Percent of Supervised Population with 3 or More Violations	11%	15%	34%	25.8%

Drug use: Given that approximately 70 percent of offenders under CSP supervision have a history of substance abuse, and given the well-documented correlation between criminal activity and the use of drugs, it is critical that drug use be reduced among the population under supervision.

CSP implemented an Agency-wide drug testing policy in September 2000. This policy states CSP's "zero tolerance" stance toward offender drug use and defines the schedule under which eligible offenders will be drug tested. Offenders can become ineligible for testing (other than initial testing at intake) for a variety of administrative reasons, including change to warrant status, case transfer to another jurisdiction, rearrest, and admission to treatment (at which point testing is done by the treatment provider). The policy was revised in August 2005 to include implementation of random testing for offenders who do not have histories of drug use and establish a record of negative tests.

In FY 2000, CSP did not establish a baseline against which FY 2001 results could be measured because the new policy was under development. However, approximately 61 percent of the active supervision population was tested at least once per month in FY 2001. Of these, approximately 31 percent tested positive at least once.

In FY 2002, more precise measurement was conducted of the candidate pool yielding the majority of drug tests: offenders under general supervision for at least 30 days (and for whom general supervision was their only assignment during the fiscal year). Of the 6,114 offenders meeting these criteria, roughly 66 percent were drug tested at least once during the fiscal year. Approximately 58 percent of the tested population reported at least one positive during the year.

In FY 2003, approximately 6,032 offenders met the criteria for testing. Of these, approximately 64 percent reported at least one positive during the year. In FY 2004, 51 percent of the tested population reported at least one positive drug test; 55 percent reported at least one positive alcohol test. In FY 2005, drug usage appeared to decline. Approximately 48 percent of the tested population reported at least one positive drug test (excluding alcohol); approximately 52 percent of the supervised population reported at least one positive drug or alcohol test.

In FY 2006, positive drug tests remained relatively stable. Approximately 46 percent of the tested population reported at least one positive drug test (excluding alcohol); approximately 51 percent reported at least one positive drug or alcohol test.

Drug test results are summarized in the table below.

Percentage of Tested Population Reporting at Least One Positive Drug Test (including alcohol)

	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006
Offenders with at least one positive drug test	58%	64%	55%	52%	51%

Job Retention: Through the learning labs, CSP works with its partners in the community to develop employment opportunities for offenders. The performance objective is to increase the percentage of the offender population that remains employed over time. Continuous employment contributes to the offender's residential stability, generally results in increased wages, and improves his or her family and social relationships.

In FY 2001, CSOSA estimated that 58 percent of the average monthly population under supervision was employed (based on a manual data sample). During FY 2002, using SMART data, 61 percent of the supervised population reported employment on the sample date of September 30, 2002.

In FY 2003, approximately 60 percent of the supervised population reported continuous employment (that is, no periods of unemployment) during the fiscal year.

In FY 2004, approximately 55 percent of the active population was employed as of November 19, 2004, the date for which end-of-year statistics were run.

Employment remained fairly constant in FY 2005, with approximately 52 percent of the population reporting employment as of September 30, 2005. The percentage held steady at 53 percent through FY 2006.

Education: An offender's chances of success in the community improve markedly with increased educational functioning. SMART has been enhanced to track an offender's educational status upon entering supervision, participation in learning lab programs (such as GED preparation, adult literacy training, or English as a Second Language classes), and progress as measured by regular achievement test scores. Our objective is to enroll offenders identified as needing assistance (generally, those without a high school diploma or GED, or those testing as functionally illiterate on the Test of Adult Basic Education) in an appropriate program and to measure progress throughout the period of supervision.

We are beginning to establish reliable baseline measures using data available in SMART. Of the offenders under active supervision on September 30, 2002, education data could be extracted

for 60 percent. Of these, 33 percent of parolees (including offenders on supervised release) and 28 percent of probationers reported less than a high school education.

For the FY 2003 supervised population, education data could be extracted for 64 percent. Of these, 53 percent of parolees and 42 percent of probationers reported less than a high school education. In FY 2004, education data were much more complete. For the FY 2004 supervised population, 51 percent of parolees (including offenders on supervised release) and 45 percent of probationers reported less than a high school education. For the FY 2005 supervised population, 48 percent of parolees and 45 percent of probationers reported less than a high school education or GED. In FY 2006, the probation population without a GED or high school diploma held relatively steady (43 percent), while some improvement was noted for the probation population (39 percent, a decrease of 9 percent over the previous year).

Percentage of Supervised Population Reporting No GED or High School Diploma

	FY 2002*	FY 2003*	FY 2004	FY 2005	FY 2006
Probationers	28%	42%	45%	45%	43%
Parolees	33%	53%	51%	48%	39%

*Data unavailable for a substantial portion of the population.

CSOSA policy requires that all offenders entering supervision without a high school diploma or GED be referred to the Agency's learning labs for services. Upon referral to the learning lab an initial assessment is conducted by the staff at the learning labs to determine the offender's level of functioning and to make appropriate program assignments. In addition, the offender's progress is evaluated every 90 days. Presently, the SMART enhancement to automate this information has been implemented. Baseline program data are expected to be available for FY 2007.

Long-Term Outcome: Recidivism

CSP is committed to achieving a significant improvement in public safety in the District of Columbia. The Agency has defined this improvement in terms of reducing recidivism among the population it supervises.

Recidivism is defined as loss of liberty resulting from conviction for a new offense or return to prison for violating conditions of release. This return to prison occurs after probation, parole or supervised release is revoked. Our long-term performance goal is to achieve a 50 percent reduction in recidivism for drug and/or violent crime among the population we supervise.

CSP has tracked recidivism among the parole population for a longer period of time than it has among the probation population. In the sections that follow, we present conviction and revocation estimates for the parole population. Ultimately, CSP will generate a combined recidivism measure of conviction and revocation data for parolees and probationers.

Conviction: In FY 2001, CSP estimated that roughly 16 percent of the average monthly active and monitored parole population was rearrested in FY 2000. These data were collected

manually. CSP estimates that 6 percent of the total parolee population was convicted of a new offense that occurred in FY 2000. We tracked the dispositions of new arrests that occurred in FY 2000, which allowed at least a year for each case to be adjudicated by the Court. This resulted in an estimate that approximately half of those convicted—3 percent of the active FY 2000 parole population—were incarcerated as a result of conviction.

For FY 2002, data were available on the entire supervised population. Approximately 4 percent of the supervised population—624 probationers and 307 parolees—were convicted of a new offense in FY 2002. Using re-incarceration data from the fourth quarter of FY 2002, we estimate that roughly 20 percent of those convicted – less than 2 percent of the total supervised population as of October 1, 2002 – lost their liberty as a result of conviction.

For FY 2003, a total of 773 probationers and 624 parolees were convicted of a new offense. This is equivalent to approximately 6.5 percent of the supervised population. Using the same 20 percent conviction rate, roughly 1.3 percent of the total caseload was reincarcerated.

Since early FY 2004, conviction data have not been readily available from DC Superior Court. Information system enhancements planned for the court will solve this access problem but have not yet been fully implemented.

Revocation: Based on a preliminary analysis of 10 months of data from the U.S. Parole Commission, CSP estimates that an average of 59 parolees per month were revoked and returned to incarceration in FY 2001. For the same period, CSP's average monthly parole population was 3,848 active and monitored cases and 1,152 warrant cases, a total of 5,000 parolees. Therefore, the annual parole revocation rate was estimated at approximately 14 percent.

In FY 2003, 914 parole revocations to incarceration were recorded in the case management system. This means that approximately 76 parolees per month lost their liberty as a result of revocation. The annual parole revocation rate was approximately 13 percent. Probation was revoked for an additional 1,695 offenders, or 141 per month. The annual probation revocation rate was approximately 13 percent.

In FY 2004, a total of 2,343 revocations were recorded in the case management system. This amounts to approximately 11 percent of the population under supervision. This figure may be disaggregated to parole and probation revocation rates. The parole revocation rate was 10 percent; the probation revocation rate was identical at 10 percent. The majority of revocations resulted in incarceration. Approximately 9 percent of the population under supervision lost their liberty as a result of revocation.

In FY 2005, a total of 2,966 revocations were recorded in the case management system. This amounts to approximately 12 percent of the population under supervision. This includes approximately 14 percent of the parole population and 12 percent of the probation population.

In FY 2006, a total of 3,005 revocations were recorded in the case management system. Approximately 13 percent of the population under supervision was revoked. This includes 17 percent of the parole population and 12 percent of the probation population. (While the rate of

revocations among parolees increased, the actual number decreased. The rate increased because the size of the parole population decreased between FY 2005 and FY 2006.)

Program Assessment Rating Tool (PART)

CSOSA was selected to complete the Office of Management and Budget's Program Assessment Rating Tool (PART) during the FY 2006 budget cycle. CSP and PSA completed separate PART assessments.

Designed to reinforce the outcome-oriented performance measurement framework defined in the Government Performance and Results Act (GPRA), PART is a key element of the President's Management Agenda, and is intended to assist agencies in identifying weaknesses in four key areas: Program Purpose and Design, Strategic Planning, Program Management, and Program Results. PART builds on the GPRA framework by encouraging agencies to integrate management and operational decisions with strategic and performance planning. The PART can play an important role in improving performance measurement by helping agencies to evaluate their measurement systems and revise those measures that are unclear, insufficiently outcome-oriented, or over-ambitious.

CSP's scores on the initial PART submission are as follows:

PART Summary – Community Supervision Program

Section	OMB Weighting	Score	Weighted Score
Program Purpose/Design	20%	100%	20%
Strategic Planning	10%	50%	5%
Program Management	20%	100%	20%
Program Results	50%	27%	13%
Total Score	100%		58%

CSP's overall score of 58 percent translates into a rating of "Adequate." It is not surprising that CSP, as a relatively new Agency, achieved a low score in the "Results" section of the PART. As CSP continues to build its automated case management system and fully implements its Strategic Plan, results should be more readily available. The Strategic Planning deficiencies also relate to the absence of baseline data for the majority of outcome and performance measures.

CSOSA has not applied for a PART reassessment since the initial instrument was completed; therefore, our scores have not changed.

Data Availability and Performance Measurement

CSP has changed the way community supervision occurs in the District of Columbia. Prior to CSP's establishment, probation and parole functions were performed by separate agencies with separate information systems. Today, CSP has an integrated, state-of-the-art information management system. CSP's program model combines probation, parole, and supervised release caseloads under the new job category of Community Supervision Officer. In addition, CSOSA has decentralized CSP operations to multiple field offices in the community, rather than one downtown location. This is a significant change from former practices.

CSOSA implemented these changes in stages throughout 1999 and 2000. It was not until early 2001, when the CSO workforce was in place, three field offices had been established, and an administrative infrastructure had been built to support the new supervision model, that the central data entry unit was dismantled (except for some system intake functions) and the probation and parole information systems were merged. The resulting database, the Offender Automated Supervision Information System (OASIS), came online in January 2001. Although, OASIS established an initial framework for inputting data about both probation and parole cases, it retained most of the obsolete features of the legacy systems and was always intended as an interim solution. The decision was made in 2001 to replace OASIS with a permanent, web-based information system.

Version 1.0 of the Supervision Management Automated Record Tracking System (SMART) was deployed on January 22, 2002. Development of the general supervision module was brought from requirements analysis to deployment in approximately nine months—far less time than neighboring jurisdictions have spent on requirements analysis alone without ever achieving a functional system. Community Supervision Officers, working closely with Information Technology staff and consultants, were the primary designers of SMART. Since deployment of the initial supervision module, the Agency has added several additional modules and continues the process of transitioning all supervision recordkeeping to the system. The evolving design and deployment of the SMART system remains one of the Agency's highest priorities.

A similar transition has been occurring in the collection of performance data. For many performance measures, baselines cannot be established until the relevant SMART enhancements are completed. Results generated through SMART are subject to greater verification and statistical rigor than manually collected data. Therefore, the Agency has refrained from establishing some baselines until the database is populated and data have been validated.

For FY 2001 and part of FY 2002, CSP collected data on many performance measures manually. The FY 2002 results reported in this plan are in some cases based on the supervisory case audit and/or sampling that constituted manual data collection. While these practices enabled CSP to report some preliminary results, significant differences were found between the manual data collection and initial results available through SMART. Explanatory notes in the tables explain these differences where appropriate. At the end of FY 2002, the decision was made to discontinue manual data collection and focus on ensuring data quality in SMART. From

October to December of 2002, an initial data audit was conducted to determine how well the system was being utilized and how successful data clean-up efforts had been. While the results of this audit were promising, they revealed a need for some additional enhancements in the SMART database design and the need for additional staff training in system utilization.

Enhancements and additional modules continued to be developed and deployed, and several remain to be completed. A substance abuse tracking module was deployed in the Fall of 2003. Limited functionality for the Alleged Violation Report (AVR) module, which generates reports of violation for the D.C. Superior Court and the U.S. Parole Commission and tracks the imposition of sanctions, came on-line in March 2004. The remaining elements of the AVR module were released in January 2006 or updated in March 2006 with the release of SMART 3.0. Electronic transmission of pre-sentence investigations to the court was also completed in FY 2004. A module to track job placement, vocational training and educational achievement is in the final development phase. These modules will significantly enhance the supervision officer's ability to capture specific data for the Agency's performance measures. However, these modules will not contain historical data, only current records.

System functionality and efficiency were improved with the introduction of SMART Version 3.0 in March 2006. The implementation of SMART 3.0, a major system redesign, necessitated that all line staff and managers be retrained. In addition, as with any new software application, problems that did not emerge in testing were revealed during deployment. These problems have since been resolved.

Additional enhancements are under development to improve the Agency's ability to access data from other sources, such as D.C. Superior Court, the Metropolitan Police Department, the Federal Bureau of Prisons, the Federal Bureau of Investigation, and the U.S. Parole Commission. Data from these outside sources are essential to capturing key variables—such as case dispositions and arrests—in a timely manner.

With the deployment of SMART, the Agency has made a major commitment to changing supervision and record keeping practices. Any database is only as useful as the data entered into it. With that in mind, CSP continues to train officers to integrate supervision activities with data entry. The goal of this process is to transition officers from narrative, or “running” records (from which little data can be extracted), to data entry in specific fields for each supervision activity. The system features extensive “point and click” drop-down menus to improve data quality and uniformity. Although SMART is still evolving, CSP is committed to relying on the data it contains.

Refining Measures and Baseline Data

Most of CSP's performance measures were adopted before SMART came on-line in January 2002. As SMART data quality improves, CSP is examining not only which measures are the best indicators of progress, but how each measure should be calculated. For example, in measuring drug testing compliance, CSP now has the capability to isolate segments of the offender population according to the testing schedule that applies to each segment. The measure of compliance is therefore both more accurate and more informative; we know not just whether

offenders are being tested, but whether CSOs are monitoring the offender's compliance with the appropriate testing schedule. Similarly, we can now determine how best to define the population for which a given measure should be calculated. Does the measure apply to offenders who *began supervision* during the period under consideration, were supervised *for at least one day* during this period, or who were supervised for the *entire* period? Because offenders are subject to different requirements at different phases of supervision, each way of measuring yields different results.

SMART also enables CSP to determine not just whether the measure was achieved, but, in some cases, where performance is short of the mark, as well. For example, in measuring timely re-assessment (Measure 1.3), we saw in FY 2005 that, while only 58 percent of the eligible population was reassessed within 180 days, an additional 25 percent was reassessed within the two weeks following the initial 180-day deadline. This probably means that the reassessment was *scheduled* within the required timeframe but not completed. Because of this result, CSP can implement operational changes specifically designed to increase performance for this measure, such as an earlier automated reminder to the CSO to schedule the assessment.

While CSP still has a long way to go in establishing reliable baselines for all of its measures, the increased sophistication with which we can define populations contributes to our ability to ensure that the right measure is applied to the right population. All of our measures and targets are now under review.

Organizational Structure

CSP includes Agency-wide management, program development and operational support functions, in addition to its largest division, Community Supervision Services (CSS). Agency-wide offices include:

- CSOSA Office of the Director
- Research and Evaluation
- Community Justice Programs
- General Counsel
- Legislative, Intergovernmental, and Public Affairs
- Management and Administration (Budget, Financial Management, Procurement, Facilities/Property and Security)
- Human Resources and Training
- Equal Employment Opportunity, Alternative Dispute Resolution, Diversity, and Special Programs
- Information Technology

CSS is organized under an Associate Director and is comprised of nine branches providing offender investigations, diagnostics and evaluations; intake; supervision; and drug testing services.

Branch I: Investigations, Diagnostics and Evaluations

This branch is responsible for the preparation of pre-sentence reports and special investigations of offenders awaiting sentencing/case disposition before the Superior Court of the District of Columbia. Six teams prepare and perform pre and post sentence investigations. Three specialized teams also prepare parole supervision plans for offenders placed in Federal Bureau of Prisons residential reentry centers while transitioning from institutions to community-based supervision. These three teams also investigate home and employment plans and makes recommendations to accept offenders who desire to relocate to the District of Columbia to complete their term of community supervision.

Branches IIA, IIB and VII: General Supervision and Sex Offender Supervision

The responsibility for supervision of the majority of probation and parole offenders in the District of Columbia is assigned to the general supervision function, which is subdivided into three branches (IIA, IIB, and VII). Supervision and monitoring of probationers and parolees is conducted by officers assigned to 17 general supervision teams (seven teams in Branch IIA, seven teams in Branch IIB, and three teams in Branch VII) located in field units situated throughout the city. These field units enable officers to closely monitor offenders in the communities where they live and enhance partnership initiatives with the police, other criminal justice system agencies, treatment resources and various supportive services. The process of initiating and maintaining supervision authority over offenders is supported by a risk assessment screening that is administered at the beginning and at scheduled intervals throughout the term.

Branch VII also contains three specialized sex offender supervision teams, which provide assessment, supervision and treatment monitoring services to convicted sex offenders. These teams also work in conjunction with the Metropolitan Police Department in coordinating oversight responsibility for the registration process of all convicted sex offenders in the District of Columbia.

Branch VII also provides Global Positioning System (GPS) Electronic Monitoring services to Court-ordered probationers, as well as high-risk parole and probation offenders referred by the general supervision and special programs teams as a condition of sanctions-based supervision requirements now in place throughout the Agency.

Branch III: Special Supervision Treatment

This branch supervises offenders with severe substance-abuse or mental health issues and those offenders convicted of traffic alcohol crimes. The branch has two specialized units for substance-abusing offenders, one for parolees and one for probationers (STAR and SAINT HIDTA, respectively). Offenders assigned to the specialized units have a history of severe drug dependency and high levels of prior criminal behavior. These offenders are assessed as being very high risk to re-offend in the community.

Four dedicated mental health supervision teams provide intensive case management services to special needs offenders with medically diagnosed mental health conditions requiring focused monitoring to include requirements for offender compliance with the administration of certain medications as directed by order of the Court or paroling authorities.

A Traffic Alcohol Program (TAP) Team provides supervision services as well as treatment referrals to a specialized caseload of substance-abusing offenders who appear before the Court for a variety of traffic violations.

Branch IV: Domestic Violence

This branch provides supervision and treatment services related to domestic violence convictions, as well as electronic monitoring of court-imposed curfews and “stay-away” orders. Four dedicated domestic violence supervision teams provide case management services for batterers referred by the Court in criminal, deferred sentencing and civil protection order matters. One domestic violence treatment team provides psycho-educational and direct treatment services for batterers referred with special Court-ordered conditions. This team also monitors the provision of treatment services offered by private sector providers on a sliding fee scale to batterers mandated into treatment by Court orders.

Branch V: Interstate Compact and Detainers

This branch provides administrative and case management services for offenders under the auspices of the Interstate Compact Agreement. Three Interstate Compact teams conduct screening and intake functions, as well as monitoring services, for probation and parole offenders whose cases originated in the District of Columbia but are being supervised in other jurisdictions. In addition, two Interstate Compact Teams provide a full range of case management services to adult offenders being supervised in the District of Columbia, but whose originating offenses occurred in other jurisdictions. Case management services for the Out-of-Town Supervision caseload are provided in neighborhood field units situated throughout the city.

Branch VI: Illegal Substance Abuse Collection Units

The Illegal Substance Abuse Collection Branch conducts drug collection activities for all D.C. offenders under CSOSA’s supervision. Four (4) collection sites are currently available for collection of urinalysis samples. Those sites are located at:

- 1) 1230 Taylor Street, NW
- 2) 3850 South Capitol Street, SE
- 3) 25 K Street, NE
- 4) 300 Indiana Avenue, NW

In addition, CSOSA collects samples at the new Re-Entry and Sanctions Center. Collection of offender data using a drug testing management system is provided for community supervision case management. The Pretrial Services Agency forensic toxicology drug testing laboratory performs all urinalysis studies and cooperates with CSS to maintain the drug testing database.

Branch VIII: Offender Processing Unit (Intake)

This branch processes the intake of offenders into Agency supervision and performs assignment for pre-sentence, post-sentence, Transitional Intervention for Parole Supervision (TIPS) and interstate investigations. Processing of offender information, needs assessments and case assignment functions are managed by specialized teams that are also responsible for the operation of a central filing system for the storage of current and archival offender records.

Treatment Management Team:

The Treatment Management Team (TMT) provides screening and treatment referrals for substance abusing probationers and parolees. Drug-involved offenders are evaluated through individualized assessment inventories and are subsequently referred to a variety of contracted treatment services, including residential and intensive out-patient treatment programs, continued drug surveillance monitoring, and other specialized assessment and treatment services as indicated through continuing evaluations. These services are delivered within the context of a sanctions-based case management process through which individualized offender supervision plans are continually reviewed and updated throughout the supervision term. Offenders served within the general supervision caseload, as well as special programs populations, participate in the services provided by this branch.

TMT provides the judiciary with timely substance abuse assessments for offenders with pending actions; this capability enables the Court to make informed decisions with respect to dispositions in criminal matters and imposing special conditions of supervision for drug-involved offenders.

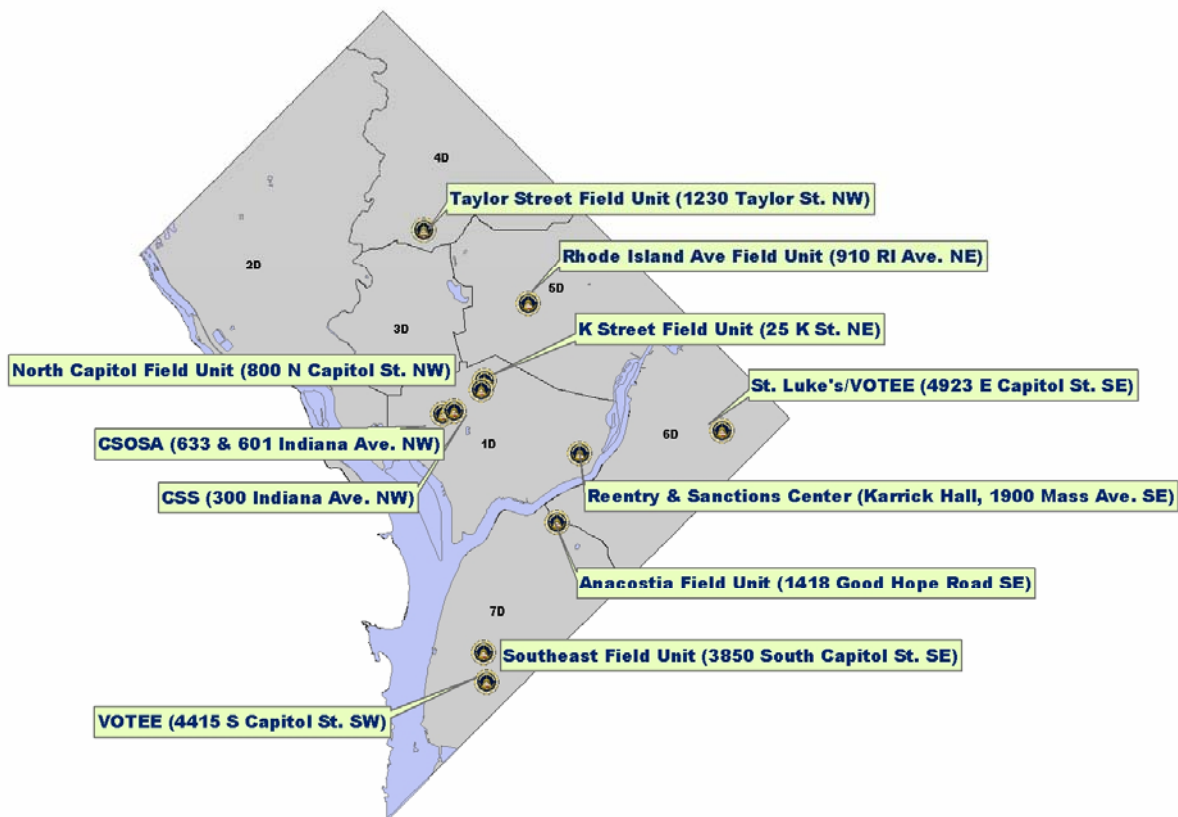
Vocational Opportunities Training, Education and Employment Team:

The Vocational Opportunities Training, Education and Employment (VOTEE) Team provides and coordinates vocational and education services for offenders. In addition, VOTEE works with District partners to train, educate and place offenders into jobs. VOTEE operates four Learning Labs:

- 1) 1230 Taylor Street, NW
- 2) 4923 East Capitol Street, SE (St. Luke's Center)
- 3) 25 K Street, NE
- 4) 4415 South Capitol Street, SE

Field Unit Locations

CSP's operations are located at six existing field offices and various program locations throughout the city. CSP's program model emphasizes decentralizing supervision from a single headquarters to the neighborhoods where offenders live and work. By doing so, CSOs maintain a more active community presence, collaborating with neighborhood police in the various Police Service Areas, as well as spending more of their time conducting home visits, work site visits, and other activities that make community supervision a visible partner in public safety. The following map depicts CSP's field operations.

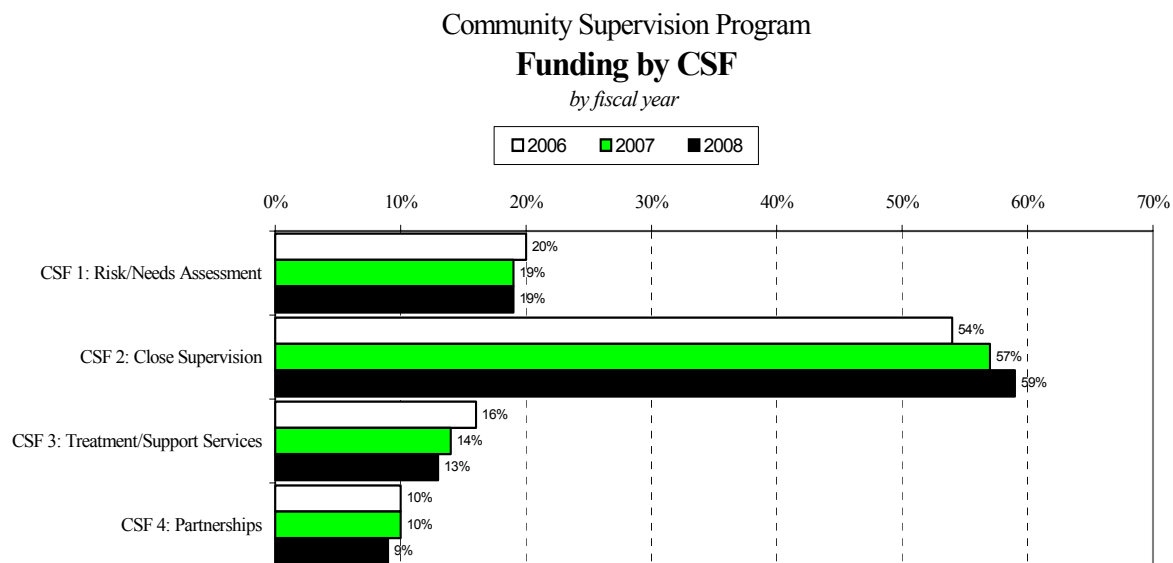


CSOSA Offices and Learning Labs by Police District

Resource Requirements by Critical Success Factors (CSF)

The resource requirements for each CSF form the basis for the 2008 President's Budget Request. The total FY 2008 Budget Request for CSP is \$140,449,000, an increase of \$12,383,000 or 9.7 percent over CSP's FY 2007 Estimate. CSOSA's FY 2007 Estimate is FY 2006 enacted levels. The proposed FY 2008 consists of \$12,383,000 in adjustments to base (pay raises and inflation adjustments necessary to continue existing programs), including \$4,229,000 for full-year operations of the Re-entry and Sanctions Center in FY 2008.

The chart below reflects the funding allocation by CSF for FYs 2006, 2007, and 2008. CSF 2, Close Supervision, has consistently received more than 50 percent of CSP's budget.



The following tables illustrate the relationship between the Agency's goals, CSFs, major operational activities, and budget authority/request. Management and operational support expenses are represented within each activity based on a prorated share of direct operational costs.

The program strategy, major accomplishments, and resource requirements of each Critical Success Factors is discussed in the following sections.

Funding by Strategic Plan Critical Success Factor (CSF)

Community Supervision Program

	Critical Success Factor	Major Activity	FY 2006 Actual		FY 2007 Estimate		FY 2008 Request		Change FY 2007 - FY 2008	
<div>Goal 1</div> <div>Establish strict accountability and prevent the population supervised by CSOSA from engaging in criminal activity.</div> <div>Goal 2</div> <div>Support the fair administration of justice by providing accurate information and meaningful recommendations to criminal justice decision makers.</div>	CSF 1 Risk/Needs Assessment	Diagnostic Drug Testing	\$000	FTE	\$000	FTE	\$000	FTE	\$000	FTE
			24,712	205	23,484	205	25,309	205	1,825	-
			653	6	698	6	756	6	58	-
			25,365	211	24,182	211	26,065	211	1,883	-
	CSF 2 Close Supervision	Drug Testing Supervision Sanctions	5,879	58	6,286	58	6,804	58	518	-
			44,082	339	40,203	339	43,226	339	3,023	-
			17,892	140	27,005	140	32,485	140	5,480	-
			67,853	537	73,494	537	82,515	537	9,021	-
	CSF 3 Treatment/ Support Services	Supervision Treatment	308	3	350	3	377	3	27	-
			20,248	67	17,691	67	18,287	67	596	-
			20,556	70	18,041	70	18,664	70	623	-
	CSF 4 Partnerships	Supervision	12,807	96	12,349	96	13,205	96	856	-
			All Strategies and All Activities		126,581	914	128,066	914	140,449	914

Funding by Major Operational Activity

Community Supervision Program

Major Activity	Critical Success Factor	FY 2006 Actual		FY 2007 Estimate		FY 2008 Request		Change FY 2007 - FY 2008	
		\$0	FTE	\$0	FTE	\$0	FTE	\$0	FTE
Diagnostic	Risk/Needs Assessment	24,712	205	23,484	205	25,309	205	1,825	-
Drug	Risk & Needs Assessment	653	6	698	6	756	6	58	-
Testing	Close Supervision	5,879	58	6,286	58	6,804	58	518	-
		6,532	64	6,984	64	7,560	64	576	-
Sanctions	Close Supervision	17,892	140	27,005	140	32,485	140	5,480	-
Supervision	Close Supervision	44,082	339	40,203	339	43,226	339	3,023	-
		308	3	350	3	377	3	27	-
	Partnerships	12,807	96	12,349	96	13,205	96	856	-
		57,197	438	52,902	438	56,808	438	3,906	-
Treatment	Treatment/Support Services	20,248	67	17,691	67	18,287	67	596	-
	All Activities	126,581	914	128,066	914	140,449	914	12,383	-

CSF 1: Risk and Needs Assessment

Analysis by Critical Success Factor <i>(dollars in thousands)</i>					
Activity	2007 Estimate	ATB	Program Changes	2008 Budget Request	Change From 2007
Diagnostic	23,484	1,825	0	25,309	+1,825
Drug Testing	698	58	0	756	+58
CSF 1: Risk and Needs Assessment	24,182	1,883	0	26,065	+1,883

Approximately 19 percent of FY 2008 requested funding (\$26,065,000) and 211 FTE support Risk and Needs Assessment.

Program Summary

Effective supervision begins with a comprehensive knowledge of the offender. An initial risk and needs assessment provides a basis for case classification, a process that links the offender with the clinical and administrative decisions of the Community Supervision Officer (CSO). Classification assigns an offender to an appropriate supervision level, which addresses the risk the offender is likely to pose to public safety. At the same time, the classification process prescribes a system of interventions for the offender based on his or her unique profile or need.

Risks to public safety posed by individual offenders are measurable based on particular attributes that are predictive of future offender behavior while under supervision or after the period of supervision has ended. These risks are either static or dynamic in nature. Static factors are fixed conditions (i.e., age, number of prior convictions, etc.). While static factors can, to some extent, predict recidivism, they cannot be changed. However, dynamic factors can be influenced by interventions and are, therefore, connected to the offender's level of need. These factors include substance abuse, educational status, employability, community and social networks, patterns of thinking about criminality and authority, and the offender's attitudes and associations. If positive changes occur in these areas, the likelihood of recidivism is reduced.

CSP's classification system consists of risk assessment, needs assessment, and clinical referrals to link the offender with programs and services that will address identified needs. CSP, the Office of Community Justice Programs, and the Office of Information Technology have completed a major initiative to update and improve the automated screening process. The revised screening instrument, the AUTO Screener, combines risk and needs assessment into a single process and generates a recommended prescriptive supervision plan tailored to the offender's risk and needs. The result is the offender's assignment to an appropriate level of supervision, given the offender's criminal history, social stability, and other factors, and the automatic generation of a prescriptive supervision plan that identifies appropriate interventions,

based on the offender's risk and needs profile. The AUTO Screener was implemented in March 2006. Staff are now using the instrument, which will be validated in FY 2007.

Initial drug screening is also an important element of Risk and Needs Assessment. All offenders submit to drug testing during the intake process. Offenders transitioning to release in the community through Residential Re-entry Centers submit to twice-weekly tests during the period of residence. Drug testing is an essential component of supervision because it provides information about both risk (that is, whether the offender is using drugs and may be engaging in criminal activity related to drug use) and need (that is, whether the offender needs treatment). Drug testing is discussed more extensively under CSF 2, Close Supervision.

Community Supervision Program
Fiscal Year 2006
 (October 1, 2005 –September 30, 2006)

	Activity	CSOs	
Diagnostic PSIs (Pre and Post)	3,272	40	Pre-Sentence Investigation (PSI) reports contain comprehensive criminal and social history information that is used by CSP staff to recommend a sentence to the judiciary, and for the judiciary to determine the offender's sentence. The Federal Bureau of Prisons (BOP) also uses this report, in conjunction with other information, to determine an offender's incarceration classification. In addition, the United States Parole Commission (USPC) uses this report for background information and support for their decisions. In rare instances when a PSI has not been performed, a Post Sentencing Investigation will be prepared by CSP staff prior to the offender being designated to a maintaining institution with the BOP.
Risk and Needs Assessments	17,036		An initial risk assessment conducted in SMART provides a basis for determining an offender's initial level of supervision, which addresses the risk the offender may pose to public safety. Diagnostic CSOs conduct a risk assessment for each offender for whom a PSI is prepared. Supervision CSOs conduct a risk assessment on those offenders who initially report to supervision and did not have a PSI prepared within the past six months, who did not transition through a Residential Reentry Center (RRC) within the past six months, or who are Interstate offenders. In addition, offenders with a supervision level of intensive, maximum, or medium are reassessed every 180 days, and upon any rearrest or significant life event, by Supervision CSOs.

			Transitional Intervention for Parole Supervision (TIPS) CSOs perform risk assessments for parolees and supervised released offenders who transition through a RRC.
		40	TOTAL Diagnostic CSOs (Branch I)

Community Supervision Program
Fiscal Year 2006
(October 1, 2005 – September 30, 2006)

	Activity	CSOs	
TIPS			
Transition Plans	1,135	21	The TIPS Program ensures that offenders transitioning directly to the community or through a RRC receive assessment, counseling, and appropriate referrals for treatment and/or services. TIPS CSO's work with each offender to develop a transition plan while the offender resides in a RRC under the jurisdiction of BOP.
Release Plans	2,234		In addition, the TIPS staff will investigate a release plan for those offenders once they are identified to be in a Federal Bureau of Prisons contracted facility. For offenders transitioning directly to the community from prison, the transition plan is developed during the period of incarceration.
Interstate Investigations	770		TIPS CSOs also perform investigations on offenders from other jurisdictions who request to move to the District under CSP's active supervision through the Interstate Commission for Adult Offender Supervision (ICAOS).
		21	TOTAL TIPS CSOs (Branch I)

One of CSP's key responsibilities is to produce accurate and timely information and to provide meaningful recommendations to criminal justice decision-makers, which are consistent with the offender's risk and needs profile. The courts and the U.S. Parole Commission (USPC) rely on CSP to provide accurate, timely, and objective pre-sentence and post-sentence reports that are used in determining the appropriate offender disposition. Staff in CSP's Investigations, Diagnostics, and Evaluations Branch research and write thousands of these reports each year. The quality and timeliness of this information has a direct impact on public safety in the District of Columbia.

Accomplishments

- Submitted more than 3,272 sentence investigation reports (PSIs) electronically to the judges of the D.C. Superior Court and the United States Attorney's Office in FY 2006. These reports assist the judiciary in improving the efficiency and timeliness of sentencing hearings. CSOSA completes all pre-sentence investigation reports within a seven-week time frame and continues to improve the quality, investigation and analysis of these reports.
- Increased the level of research for criminal records both locally and nationwide, for all felony cases to ensure compliance with guidelines of the D.C. Sentencing Commission and in the interest of public safety. Collaborated with the D.C. Superior Court and the D.C. Sentencing Commission to automate the sharing of data between agencies.
- Provided Sentencing Guidelines recommendations on all eligible criminal offenses as part of the PSI investigation report.
- Implemented evidence-based practices in the TIPS Teams' release planning and the Diagnostic Teams' pre-sentence investigation processes. TIPS staff are employing motivational interviewing techniques as a method of encouraging offenders in Residential Reentry Centers (RRC) to increase their participation in programs. In FY 2006, TIPS staff completed 2,234 release plans, 1,135 transition plans, and 770 interstate investigations.
- Continue to collaborate with the Bureau of Prisons on release planning issues, via regularly scheduled teleconferencing and video conferencing.
- Incorporated vocational assessments into the pre-sentence investigation process so that offenders classified by BOP receive the appropriate, needed vocational opportunities.
- Implemented an improved Automated Risk and Needs Assessment (AUTO Screener) instrument within SMART in March 2006. The AUTO Screener assessment tool enhances the case planning process by standardizing the recommendations of supervision levels (risk) and automating the development of prescriptive supervision plans tailored to the individual needs of the offender. The instrument will be validated in FY 2007.
- Continued to expand the Mass Orientation Process to include identifying the specific needs of the Hispanic population.
- Transitional Intervention for Parole Supervision (TIPS) staff developed and implemented a referral process for the Agency's Re-entry and Sanctions Center (RSC).

Performance Measures

CSP's performance measures in this area focus on the timeliness of diagnostic and assessment activities. Each offender's supervision plan should be informed by the offender's risk level and programmatic needs; this cannot happen if the assessment is not completed within an appropriate timeframe.

MEASURE	FY 2003	FY 2004	FY 2005	FY 2006 Target	FY 2006	FY 2007 Target
1.1. Pre-Sentence Investigation reports ordered by the Court are completed and submitted by the assigned due date.	90%	95%	90%	95%	96%	95%
1.2. Each offender's risk level is assessed, and a consistent supervision level is assigned, within 25 working days of assignment to a Community Supervision Officer.	27%*	66%**	66%**	90%	78%** [#]	90%
<p>*As a result of the FY 2003 data, Community Supervision Services audited 15 percent of cases across all supervision units to determine the reason for this result.</p> <p>** CSP policy states that a risk assessment completed within 180 days of intake can be considered valid. When the measure is expanded to include 180 days prior to intake and 25 days subsequent to intake, compliance increases to 81 percent (FY 2004), 76 percent (FY 2005), and 77% (through February 2006). The way in which this measure is calculated is has therefore been changed to include that 180-day window. Future reporting will reflect this change in methodology.</p> <p>[#]Data reflects the period from April 4, 2005 (180 days prior to the start of FY 2006) to January 31, 2006. Both the Auto Screener and SMART 3.0 were implemented in the second quarter of 2006. This necessitated significant staff training. The Auto Screener also constituted a major change in how assessments are conducted; for example, the new instrument has over 200 questions, where the old one had 25. Data subsequent to February 1, 2006 are under review. FY 2007 data will reflect only SMART 3.0/Auto Screener results.</p>						
1.3. Each offender is reassessed to determine any change in risk level at intervals no greater than 180 days throughout the period of supervision.	38%*	50%	51%	70%	N/A**	70%
<p>*As a result of the FY 2003 data, 15 percent of cases across all supervision teams were audited.</p> <p>**Both SMART 3.0 and the AUTO Screener were implemented in the second quarter of 2006. This necessitated significant staff training and constituted a major change in how re-assessments are conducted. Because of the timing of these enhancements, data reflecting a full 180-day period are not available either pre-implementation or post-implementation. Reporting will resume with FY 2007.</p>						

CSF 2: Close Supervision

Analysis by Critical Success Factor <i>(dollars in thousands)</i>					
Activity	2007 Estimate	ATB	Program Changes	2007 Budget Request	Change From 2007
Drug Testing	6,386	518	0	6,804	+518
Supervision	40,203	3,023	0	43,226	+3,023
Sanctions	27,005	5,480	0	32,485	+5,480
CSF 2: Close Supervision	73,594	9,021	0	82,515	+9,021

Approximately 59 percent of FY 2008 requested funding (\$82,515,000) and 537 FTE support Close Supervision.

Program Summary

Close supervision in the community is the basis of effective offender management. Offenders must know that the system is serious about enforcing compliance with the conditions of their release, and that violating those conditions will bring swift and certain consequences.

According to the Bureau of Justice Statistics, at year-end 2004 a record 4.9 million adult men and women were on probation or parole an additional 2.2 million were incarcerated in the United States. Nationally, half of all probationers were convicted of a felony, with 25 percent convicted of a drug violation.

As of September 30, 2006, CSOSA supervised 15,082 offenders, including 9,490 probationers and 5,592 on supervised release or parole. In FY 2006, 2,431 offenders who were released from prison entered CSP supervision on parole or supervised release.

The most important component of effective Close Supervision is caseload size. Prior to the Revitalization Act, caseload ratios were over 100 offenders for each officer, far in excess of those recommended by nationally recognized standards and best practices. Caseload ratios of this magnitude made it impossible for CSOs to acquire thorough knowledge of the offender's behavior and associations in the community and apply supervision interventions. With resources received in prior fiscal years, the CSP has made great progress in reducing offender caseloads to appropriate levels.

Community Supervision Program Supervision Caseloads

as of September 30, 2006

	Offenders			Authorized	Current
	Probation (CPO, DSA, PROB)	Parole (PAR, SUPREL)	Total	CSOs	Caseload
Special					
Sex Offender	184	381	565	24	24
Mental Health	608	506	1,114	32	35
Domestic Violence	947	103	1,050	28	38
Traffic Alcohol Program	448	7	455	10	46
STAR/SAINT/HIDTA	117	461	578	14	41
Special Subtotal	2,304	1,458	3,762	108	35
General	2,519	3,234	5,753	142	41
Interstate (I/S)					
Active	1,042	200	1,242		
Monitored	1,578	97	1,675		
I/S Subtotal	2,620	297	2,917	37	79
Total <i>(Special, General, & I/S)</i>	7,443	4,989	12,432	287	43
Warrants	2,047	603	2,650		
Total Supervision	9,490	5,592	15,082	287	53

Status Definitions:

Special - Sex offenders, mental health, domestic violence, traffic alcohol and substance abusing offenders (STAR/HIDTA and SAINT/HIDTA).

General - All other convicted felons and misdemeanants.

Interstate - Active – Offenders who are supervised in DC from another jurisdiction.

Monitored – Offenders who are supervised in another jurisdiction, but whose cases are monitored by interstate compact technicians.

Warrants – Includes offenders for whom probation bench warrants or parole arrest warrants have been issued and parolees detained in local, state, and federal institutions awaiting further disposition by the U.S. Parole Commission.

CSOs - CSP has a total of 356 FY 2006 CSO positions: 287 Supervision CSOs; 40 Diagnostic CSOs; 21 TIPS CSOs; 8 Domestic Violence Treatment CSOs.

The second focus of efforts falling under Close Supervision is CSOSA's commitment to implement a community-based approach to supervision, taking proven best practices and making them a reality in the District of Columbia. When the Agency was established, supervision officers handled high caseloads from behind their desks downtown (known as fortress parole and probation), achieving only minimal levels of contact with most offenders in the community. The Agency has adopted a new deployment structure for its officers, collapsing the old designations of Probation and Parole Officers into the single position of Community Supervision Officer (CSO) and locating the CSOs in field sites in the community (known as geographic-based parole and probation). This structure also facilitates assigning caseloads to CSOs by police service area (PSA), rather than by releasing authority (U.S. Parole Commission or DC Superior Court). Most

officers now spend part of their workday in the community, making contact with the offenders, where they live and work. CSOs supervise a mixed probation and parole caseload and perform home and employment verifications and visits, including accountability tours, which are face-to-face field contacts with offenders conducted jointly with an MPD officer.

The third focus under Close Supervision is the implementation of graduated sanctions to respond to violations of conditions of release. The capability to detect a violation, such as drug use, is of little use without the authority and capacity to respond to it. A swift response by the CSO can make the difference between correcting an offender's behavior and allowing time for that offender to commit another crime. Typical sanctions can include more frequent drug testing, community service hours, tightening curfews and restricting offender movement in the community, placement in a residential sanctions or treatment facility, and assignment to the Day Reporting Center. These sanctions can be applied routinely and administratively, according to a set of published protocols, thus eliminating the necessity of taking every violation before a judge. Sanctions are defined in the Accountability Contract into which the offender enters at the start of supervision. From the beginning of the supervision period, both the offender and the officer know what will happen if the conditions of release are violated.

Routine drug testing is an essential element of supervision and sanctions. Given that two-thirds of the supervised population has a history of substance abuse, an aggressive drug testing program is necessary to detect drug use and interrupt the cycle of criminal activity related to use. The Substance Abuse and Mental Health Services Administration reported in its "State Estimates of Substance Abuse from the 2002 National Survey on Drug Use and Health," that the District of Columbia had the highest percentage of adult population using illegal drugs in 'the past month'. The study estimates states' rates of use of illegal drugs, binge drinking, serious mental illness and tobacco use for persons aged 12 and older. 'Past month use' of illegal drugs ranged from a low of 6.1 percent in Iowa to a high of 12.4 percent in the District of Columbia.

The purpose of the drug testing is to identify those offenders who are abusing substances and to allow for appropriate sanctions and/or treatment interventions for offenders under supervision, and treatment recommendations for those offenders under investigation. CSP maintains a zero tolerance of drug use. All offenders are placed on a drug testing schedule, with frequency of testing dependent upon prior substance abuse history, supervision risk level, and length of time under CSP supervision. In addition, all offenders are subject to random spot testing at any time.

In FY 2005, CSOSA implemented the Violence Reduction Program (VRP), a new programmatic intervention started with the goal of changing offender's criminal thinking patterns, and instilling social and problem-solving skills to reduce violent behavior. CSOSA's VRP blends best practices such as cognitive behavioral therapy and mentoring into a three-phase, year-long treatment for male offenders, aged 18-34, who have histories of violence crime.

The VRP begins with Phase I, a Pre-Treatment and Assessment Phase, which prepares offenders for Phase II, a cognitive behavioral therapy, and concludes with Phase III, a Community Restoration/Aftercare component. Phase III pairs participants with "Community Coaches" who volunteer to guide offenders as they navigate their neighborhoods, while reinforcing the cognitive skills acquired during therapy

Accomplishments

- Significantly increased the number and frequency of offender drug tests. The average number of offenders tested in FY 2006 was 8,609, compared to 2,317 per month in FY 1999. In addition to testing more offenders, CSOSA is testing the offenders more often. In FY 2006 the monthly average of samples per offender tested was 3.7 (offender tested 3.7 times per month) compared to only 1.86 per offenders tested per month during FY 1999.
- During FY 2006, Community Supervision Officers (CSOs) conducted 7,499 accountability tours on 4,356 high-risk offenders. During the District of Columbia (DC) Crime Emergency (July through September 2006), CSOs worked 2,203 overtime hours conducting 3,478 accountability tours. Accountability tours are visits to the homes of high-risk offenders that are conducted jointly by a CSO and a Metropolitan Police Department Officer. Accountability tours can be announced or unannounced visits. In support of the DC crime emergency, CSOSA and MPD staff conducted unannounced visits, primarily on weekend evenings, to ensure offenders were at home, working, or otherwise engaged in an appropriate activity. Accountability tours are a visible means to heighten the awareness of law enforcement presence to the offenders and to the citizens of the community. They serve to collect valuable information and in some cases, weapons and drugs are seized and arrests are made.
- From October 1, 2005 through September 30, 2006, CSP entered 57,517 violations and 57,127 sanctions in SMART (a mean of 5.4 violations per offender). The sanctioning rate was 99 percent; some violations received multiple sanctions. Graduated sanctions typically imposed include more frequent drug testing, an increase in supervision level, reprimands by the CSO and/or the CSO's supervisor, community service hours, imposing/tightening curfews and other restrictions of movement, placement in a residential sanctions or treatment facility, and assignment to the Day Reporting Center. When graduated sanctions are exhausted, or the offender commits a new offense or poses a significant risk to public safety, an Alleged Violation Report (AVR) is submitted to the releasing authority.
- Significantly expanded GPS Electronic Monitoring for high-risk offenders. Between May 2004 end September 30, 2006, approximately 850 offenders were been placed on the tracking system. With funding received in FY 2004, the program has been expanded, and as of September 30, 2006, 106 offenders were on GPS Electronic Monitoring, up from 81 offenders in September 2005.
- Enhanced the DNA Testing Module in SMART. In FY 2006, CSP collected DNA samples from 599 offenders at its collection units. As of September 30, 2006, CSP had documented the collection of DNA samples from 5,360 offenders who either are or were under CSP supervision or investigation.

- The Day Reporting Center (DRC), which is an on-site cognitive restructuring program designed to change adverse thinking patterns and provide education and job training to enable long-term employment. From program implementation in June 2004 through September 30, 2006, 362 offenders have participated in the DRC.
- Expanded Geographical Information System (GIS) capabilities within SMART to include GIS verification of offender's employer, victims, and collateral contacts.
- Developed a SMART Stat Report for use by CSP staff in August 2006. Modeled after New York City's CompStat police model, the SMART Stat Report provides comprehensive, detailed information on CSP's operations for the Agency across branches. This report will be used to review branch progress in attaining established performance objectives. In FY 2007, this report will be developed at the Team and CSO levels.
- Deployed SMART Version 3.0 (object-oriented .Net platform) in March 2006. This enhanced version of the Agency's supervision, management and automated record tracking database provided several enhancements for staff, including: the new AUTO Screener; Prescriptive Supervision Plan (PSP); several modules, including gang, community service, and VOTEE; improved data collection of information related to types of investigations; new alerts; enhanced reporting capability through direct access to Business Objects reports; and the ability to add and sort columns of data on the offender list, which allows staff to more readily identify offenders requiring home and employment verifications and case supervision activities.
- Began supervision operations at a new field office at 910 Rhode Island Avenue, NE, in February 2006.
- Continued to implement SMART Mobile, a wireless computing platform that allows CSOs to access SMART data in the field using a compact laptop computer. SMART Mobile allows CSOs to record and access offender information from remote locations, increasing the accuracy and timeliness of information.
- With the support of the National Institute of Corrections, Community Supervision Officers, Community Supervision Assistants, and Drug Testing Technicians received training on the "What Works" or evidence-based philosophy, which has been adopted by supervision staff as a management strategy to reduce recidivism and improve offender outcomes. Trained all supervision staff on Motivational Interviewing skills and techniques to use with offenders.
- Implemented modified supervision contacts to ensure that offenders who were not eligible for Compact transfer under the Interstate Commission for Adult Offender Supervision received appropriate supervision and referrals in their jurisdiction of residency. These supervision protocols are identified in the procedural statement noted on the Info Web under CSS. This effort has improved public safety by providing continued tracking and monitoring of offenders.

- Implemented pilot U.S. Parole Commission Reprimand Sanction Hearings in April 2006. For parole and supervised release offenders, these hearings provide a graduated sanction, short of revocation, that permits the Commission to address the offender's non-compliant behavior and to encourage a commitment from the offender to make positive behavioral changes to comply with the conditions of release.
- In FY 2006, CSP has initiated five separate cohorts of the Agency's Violence Reduction Program (VRP) in three District locations. Two cohorts were established in Marshall Heights, one cohort in Congress Heights and two cohorts in Columbia Heights.

Performance Measures

CSP's performance measures for this CSF focus on completion of key supervision activities, such as drug testing and community service, as well as timely response to the breakdown of close supervision (loss of contact). These are the critical measures of whether close supervision is being maintained.

MEASURE	FY 2003	FY 2004	FY 2005	FY 2006 Target	FY 2006	FY 2007 Target
2.1. All eligible offenders on active supervision are drug tested at least once per month.	78%	70%	77%	85%	76%	85%
2.2 A warrant is requested within three calendar days of loss of contact with an offender, as defined by Agency policy.	NA	NA	NA	NA	NA	NA
The SMART system does not currently measure the length of time between the offender's placement on loss of contact status and the issuance of a warrant. This measure is therefore under review to determine how CSP's response to loss of contact can be tracked given our current capabilities.						
2.3 Community service is completed within one year of the offender completing orientation.	Not Available	89%*	62%*	99%	87%	99%
*Analysis of community service indicated that while the rate of completion was very high once the offender had completed orientation, getting the offender to complete orientation was problematic. This measure is therefore under review.						

Measure Under Development

In addition to a review of measure 2.2 (warrant request for loss of contact), one measure is under development for CSF 2:

- **Each documented violation results in imposition of an appropriate sanction, as identified in the Agency sanctions matrix, within five working days.**

This measure has been revised from a previous, related measure to ensure that the appropriate data are being captured.

Data Availability. Prior to April 2004, the SMART database recorded violations and sanctions, but did not capture a relationship between a *specific* violation and the *resulting* sanction(s). The initial SMART audit revealed that during FY 2002, 2,344 unique violations were entered into the database; multiple violations may have been reported on a single date, and are reported as one instance. For these, 951 instances of sanctions were recorded. This is partial-year data entered during the early phases of that function's availability in SMART; therefore, it is impossible to estimate the full year's violations from this result.

During FY 2003, 22,290 unique violations were entered into the database. For these, 5,114 sanctions were recorded.

In FY 2004, a total of 42,096 violations and 29,872 sanctions were recorded, for an overall sanctioning rate of 71 percent. However, the sanctioning rate improved dramatically as the year progressed, due to a SMART enhancement that came on-line in April 2004. This enhancement required staff to enter a sanction for each violation. In the period from October through April, the sanctioning rate was 48 percent. From May through October, the rate increased dramatically, to 94 percent. The enhancement made the sanctioning process much easier to record, assisted the officer in identifying offenders requiring sanctions, and prevented the officer from closing the case with an outstanding, or unsanctioned, violation recorded in the record.

In FY 2005, a total of 60,439 violations and 59,928 sanctions were recorded, for an overall sanctioning rate of 99 percent. This data must be validated subject to adoption as a baseline rate. For example, some violations can receive more than one sanction, which may artificially inflate the sanctioning rate.

In FY 2006, a total of 57,517 violations and 57,127 sanctions were entered into SMART. The average monthly sanctioning rate was 99.3 percent. While the sanctioning rate has been adopted as a baseline, the relationship between violation and timely imposition of a sanction is still being explored. For example, if the offender absconded before a sanction can be imposed, SMART would reflect an indefinite interval but could not reflect that this interval resulted from a change in status. A requirements analysis has been completed to include this measure in a future version of SMART.

Justification of FY 2008 Adjustment to Base Re-Entry and Sanctions Center					
		FY 2006	FY 2007 Estimate	FY 2008 Request	Change 2007/ 2008
Re-Entry and Sanctions Center	(\$000)	15,411	15,411	19,640	+4,229
	Pos.	95	95	95	+0
	FTE	95	95	95	+0

Background



The 2008, President's Budget requests \$4,229,000 as an FY 2008 Adjustment to Base (ATB) to support full-year operations for all six units of the Agency's Re-Entry and Sanctions Center (RSC). With this ATB, RSC operations will be fully funded.

For the past six years, one of CSOSA's most important initiatives has been the development of capacity to provide intensive assessment and reintegration programming for high-risk offenders/defendants, as well as residential sanctions for offenders/defendants who violate the conditions of their release. To that end, CSOSA expanded its successful Assessment and Orientation Center (AOC) program into a fully-functional RSC, housed at Karrick Hall, an eight-story facility located on the campus of the former District of Columbia General Hospital. In February 2006, renovations at Karrick Hall were completed and limited operations of the RSC program commenced. Once fully operational, the RSC will have six residential units (four male units, one female unit, and one mental health unit) with capacity to treat 1,200 high-risk offenders and defendants annually. Four male units of the RSC are currently operating, with CSOSA appropriated and Washington/Baltimore High Intensity Drug Trafficking Area (HIDTA) grant resources. Currently, two units (female and mental health) are inoperable due to resource

restrictions; fully funding the 2008 request would allow CSOSA to open and operate these last remaining units.

From its opening in 1996 through September 30, 2006, the AOC/RSC program has served 1,819 offenders and defendants; 85 percent successfully completed the program.

CSOSA's RSC program provides a 30-day transition between prison and release. Although the program is voluntary, participants cannot leave the facility and cannot receive visitors. During this period, the offender/defendant receives intensive services designed to prepare him for the next phase of reentry—which, for most participants, is either inpatient (residential) or intensive outpatient substance abuse treatment. Since only about 50 percent of prison releases to supervision transition through a halfway house, the RSC placement option is highly valuable.

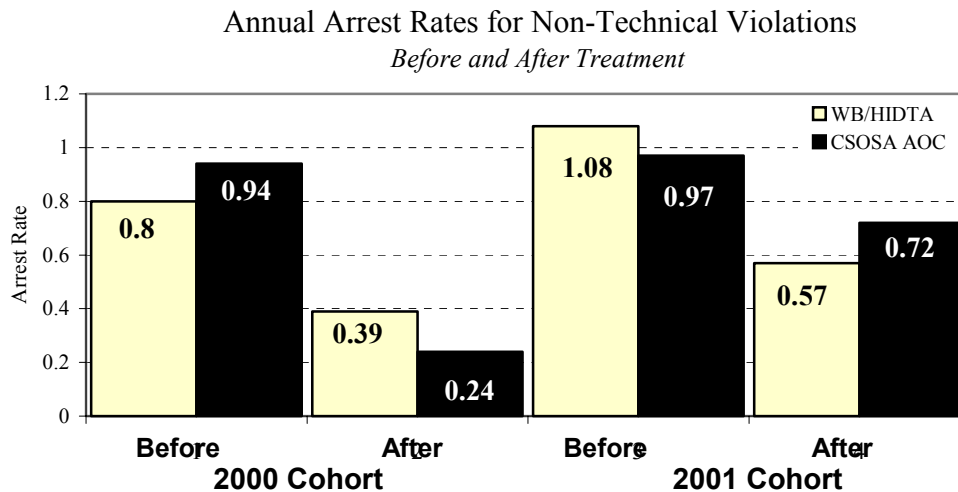
The RSC program is intended to introduce the offender/defendant to a range of tools that they can use to prevent relapse and improve behavioral control. Similarly, the participant receives drug education, instruction on the roles of diet, exercise, and overall health care in stress management. Finally, each participant receives a complete physical, psychological testing, and behavioral assessment that identifies his specific treatment issues. Because an extensive discharge summary is prepared for and shared with each offender, the offender leaves the RSC program with a better understanding of his relapse triggers and the specific strategies he can use to counteract them. After being introduced to these concepts, the participant is more likely to enter treatment with a positive attitude and a commitment to change. Program participants have a higher rate of successful treatment completion than non-participants. Furthermore, the in-depth RSC assessment is used to develop the participant's supervision plan so that they are held accountable for engaging in programming that addresses their needs.

Program Outcomes

Studies by the Institute for Behavior and Health¹ found that offenders who participated in the Washington/Baltimore HIDTA drug treatment program were less likely to commit crimes. The indicator used was arrest rate, which is defined as the number of arrests for non-technical violations per participant in the year before treatment vs. the number of arrests for non-technical violations per subject in the year following treatment. The 2000 Cohort study reported that the overall arrest rate for program participants within the Washington/Baltimore HIDTA in calendar year 2000 dropped 51.3 percent, from 0.8 to 0.39. AOC program participants experienced a 74.5 percent decrease in arrest rates, from 0.94 to 0.24.

¹ The Effect of W/B HIDTA-Funded Substance Abuse Treatment on Arrest Rates of Criminals Entering Treatment in Calendar Year 2001. Institute for Behavior and Health, June 10, 2004

The 2001 cohort study produced declines in arrest rates. All HIDTA program participants experienced a 47 percent decrease in arrest rate, from 1.08 to .57. AOC participants experienced 35 percent decrease, from .97 to .72.



Justification of Request:

Fully funding the RSC program will contribute to three of CSP's four intermediate outcomes (reduction in rearrest, reduction in technical violations, and reduction in drug use) and thereby improve Agency performance related to the long-term goal of reducing recidivism for violent and drug offenses. The target population of the RSC is precisely those offenders most likely to relapse into drug abuse and crime.

The need for this residential facility is well defined. In FY 2006, 2,431 offenders returned to the District of Columbia from federal prison on parole or supervised release. It is estimated that 35 percent of these individuals are chronic substance abusers, and 15 percent are returning to the community following parole revocation for drug-related violations. Therefore, several hundred individuals enter supervision each year with histories of long-term substance abuse and prior supervision failure due to substance abuse violations. These are the target populations for intensive reentry programming.

CSF 3: Treatment and Support Services

Analysis by Critical Success Factor <i>(dollars in thousands)</i>					
Activity	2007 Estimate	ATB	Program Changes	2008 Budget Request	Change From 2007
Supervision	350	27	0	377	+27
Treatment	17,691	596	0	18,287	+596
CSF 3: Treatment & Support Services	18,041	623	0	18,664	+623

Approximately 13 percent of FY 2008 requested funding (\$18,664,000) and 70 FTE support Treatment and Support Services.

Program Summary

The connection between substance abuse and crime has been well established. Long-term success in reducing recidivism among drug-abusing offenders, who constitute the majority of individuals under supervision, depends upon two key factors:

1. Identifying and treating drug use and other social problems among the defendant and offender population; and
2. Establishing swift and certain consequences for violations of release conditions.

CSP is committed to providing a range of treatment options to offenders under supervision. Addressing each individual's substance abuse problem through drug testing and appropriate sanction-based treatment will provide him or her with the support necessary to establish a productive, crime-free life. CSP also provides in-house adult literacy, anger management, and life skills training to help offenders develop the skills necessary to sustain themselves in the community.

CSP contracts with service providers for a range of residential, outpatient, transitional, and sex offender treatment services. Contractual treatment also encompasses drug testing and ancillary services, such as mental health screening and assessments, to address the multiple needs of the population. CSP is also committed to helping offenders build skills and support systems to improve their chances for success in the community. Nowhere is this more evident than in our Learning Labs, which provide literacy training and job development services for both offenders and defendants.

Indications are that the increase in drug testing and treatment is having a positive effect among CSP's supervised population. Drug treatment effectiveness studies performed by CSP show promising results. The studies provide preliminary indication of the short-term (90 and 180 days

post-treatment) effect of treatment on persistent drug user patterns. The studies indicate that drug use persistence decreased more among offenders who completed the treatment program when compared with those who failed to complete the prescribed treatment. Specifically, the number of persistent drug users decreased 78 percent for offenders who completed treatment and 43 percent for treatment drop-outs within 90 days post-treatment. Using available data for offenders who were under CSOSA supervision 180 days post-treatment, the number of persistent drug users decreased 70 percent for offenders who completed treatment and 64 percent for treatment drop-outs. Further analyses are required to determine if the closing of the persistence drug use gap is at least partially attributable to timely and appropriate aftercare support or to other pre-identified factors about treatment participants that may influence treatment continuum decisions.

National research also supports the conclusion that treatment significantly reduces drug use. A study conducted by the Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMHSA) found a 21 percent overall reduction in the use of drugs following treatment; a 14 percent decrease in alcohol use; 28 percent in marijuana use; 45 percent in cocaine use; 17 percent in crack use; and a 14 percent reduction in heroin use.² CSP's preliminary analysis of the effectiveness of its treatment programming echoed these findings.

While a reduction in drug use is encouraging, the benefits of drug treatment are proven to extend beyond this basic measure. There is substantial research that demonstrates the impact of substance abuse treatment on criminal behavior. One national study showed a 45 percent reduction in predatory crime in the two years following treatment.³ Another study compared criminal activity during the 12 months prior to treatment with the activity 12 months following treatment and found a 78 percent decrease in drug sales, 82 percent decrease in shoplifting, and 78 percent decrease in physical altercations. The same study showed a 51 percent decrease in arrests for drug possession and a 64 percent decrease in arrests overall.⁴

Accomplishments

- In FY 2006, CSP made 2,551 substance abuse treatment placements, 190 sex offender assessments, 263 transitional housing placements and 228 halfway back sanction placements. In addition, at any given time, up to 1,200 offenders are participating in CSP in-house substance abuse treatment or treatment readiness programming. Typically, an offender who has serious substance abuse issues requires a treatment program continuum consisting of three separate substance abuse treatment placements (in-house or contract) to fully address his or her issues.

² Office of Applied Studies. *Services Research Outcome Study (SROS)*. DHHS Publication No. (SMA) 98-3177. Rockville, MD: Department of Health and Human Services, Substance Abuse and Mental Health Services Administration, Office of Applied Studies, 1998.

³ Hubbard, R.L.; Marsden, M.E.; Rachal, J.V.; Harwood, H.J.; Cavanuagh, E.R.; and Ginzburg, H.M. *Drug Abuse Treatment – A National Study of Effectiveness*. Chapel Hill, NC: University of North Carolina Press, 1989.

⁴ Gerstein, D.R.; Datta, A.R.; Ingels, J.S.; Johnson, R.A.; Rasinski, K.A.; Schildhaus, S.; Talley, K.; Jordan, K.; Phillips, D.B.; Anderson, D.W.; Condelli, W.G.; and Collins, J.S. *The National Treatment Evaluation Study. Final Report*. Rockville, MD: Substance Abuse and Mental Health Services Administration, Center for Substance Abuse Treatment, 1997.

- In FY 2006, CSP placed 228 offenders into a Halfway Back Residential Sanctions program.
- In FY 2006, CSP mental health consultants provided 2,472 psychological tests, evaluations and behavioral assessments, and 1,011 case reviews.
- The VOTEE Team provided educational and vocational specialists at Learning Labs in four community field sites to work with offenders needing to improve their educational level, obtain vocational skills training, and/or find employment. The Vocational Opportunities, Training and Education (VOTEE) Team provided the following education and vocational development services between October 1, 2005 and September 30, 2006:
 - Administered 1,375 vocational development assessments;
 - Referred 346 offenders for job placement;
 - Placed 475 offenders into vocational skills training programs; and
 - Trained 1,581 offenders in CSP Learning Labs.
- In FY 2006, identified and coordinated 35 community service special events for offenders who are required to complete community service hours.
- CSP staff developed a sex offenders' life skills module to provide sex offenders assessed to be lacking basic life skills with a six-week training module to assist them in successfully reintegrating into the community.
- Pursuant to the Interstate Compact, finalized a treatment placement agreement with the Interstate Office in the state of Maryland and the District of Columbia to facilitate treatment placement for offenders in residential treatment programs. This agreement has increased the bed space capacity for placement options for CSOSA offenders.
- Traffic and Alcohol (TAP) CSOs supervised and coordinated the Victims Orientation Panel for court-ordered or sanctioned offenders.

Performance Measures

CSP's treatment performance measures focus on ensuring that the offender accesses treatment in a timely manner and monitors the rate of successful program completion. These measures provide a foundation for assessing overall treatment effectiveness.

MEASURE	FY 2003	FY 2004	FY 2005	FY 2006 Target	FY 2006	FY 2007
3.1 Substance abuse treatment referrals are made according to the recommendations of the assigned treatment specialist within 7 working days.	NA	62%	67%	TBD	61%	TBD
	The mean referral time is 48 days. Further analysis is needed to determine whether this can be reduced given the resources available to process referrals, and whether particular types of cases are greatly lengthening the mean referral time.					
3.2 Offenders referred to substance abuse treatment are placed in treatment within an acceptable timeframe (30 calendar days).	NA	78%**	93%**	90%	70% [#]	90%
	<p>*Currently, we are unable to accurately measure the amount of time between the CSO referral for treatment and the actual placement with a treatment vendor. Until such time, the above interim measure reflects the time from the start of a referral record (which may be initiated somewhat later than the actual referral date) to the start of placement with a treatment provider.</p> <p>[#]While the overall rate of performance has declined, it should be noted that the mean treatment placement time is 33 days, with a median of 14 days. A relatively small number of complex placements can significantly decrease compliance with this performance measure.</p>					
3.3 Offenders placed in contractual treatment satisfactorily complete the programs.	53%	64%	72%	70%	68%	75%

CSF 4: Partnerships

Analysis by Critical Success Factor (dollars in thousands)					
Activity	2007 Estimate	ATB	Program Changes	2008 Budget Request	Change From 2007
Supervision	12,349	856	0	13,206	+856
CSF 4: Partnerships	12,349	856	0	13,206	+856

Approximately 9 percent of FY 2008 requested funding (\$13,206,000) and 96 FTE support Partnerships.

Program Summary

Establishing effective partnerships with other criminal justice agencies and community organizations facilitates close supervision of offenders in the community and enhances the delivery of treatment and support services. CSP's Community Relations Specialists are mobilizing the community, identifying needs and resources, building support for our programs, and establishing relationships with local law enforcement and human service agencies, as well as the faith-based community, businesses, and non-profit organizations. These efforts, formalized in Community Justice Partnerships, Community Justice Advisory Networks, and the CSP/Faith Community Partnership, enhance offender supervision, increase community awareness and acceptance of CSP's work, and increase the number of jobs and services available to offenders.



CSOSA/Faith Community Partnership

The CSOSA/Faith Community Partnership was initiated in FY 2002 as an innovative and compassionate collaboration to provide reintegration services for ex-offenders returning to the community from incarceration. These services are designed to support and enhance the participant's successful re-reentry into the community. This program bridges the gap between prison and community by welcoming the ex-offender home and helping him or her get started with a new life.

During the early stages of this initiative, mentoring has been the primary focus. The Mentoring Initiative links offenders with concerned members of the faith community who offer support, friendship, and assistance during the difficult period of re-entry. During the transition from prison to neighborhood, returning offenders can be overwhelmed by large and small problems. Participating offenders are matched with a volunteer mentor from one of the participating faith-based institutions.

The philosophy of mentoring is to build strong moral values and provide positive role models for ex-offenders returning to our communities through coaching and spiritual guidance. Mentors also help identify linkages to faith-based resources that assist in the growth and development of mentees.

Since the Faith Based Initiative began in 2002, approximately 86 faith institutions have been certified as mentor centers, over 490 community members have been recruited and trained as volunteer mentors and approximately 325 offenders have been referred to the Faith Based Initiative program. As of December 2006, 32 faith institutions and 143 mentors remained actively engaged with the program. 32 offenders were matched with a mentor. Approximately 102 mentees have successfully completed the program since the Faith Based Initiative began in 2002.



East-of-the-River Clergy-Police-Community Partnership is one of the over 40 faith institutions participating in the CSOSA/Faith Community Partnership

In terms of assessing the intermediate outcomes, early results derived by CSP indicate that offenders who participate in the mentoring program may experience lower rates of technical violations, positive drug tests, and re-arrests the longer they remained actively engaged with a mentor. Although CSOSA has not introduced experimental or quasi-experimental design to assess the direct relationship between Faith-Based Initiative participation and performance on these intermediate outcome measures, we believe that this alternative intervention strategy is promising. Indeed, CSOSA is looking to expand the program into other areas suffering from limited resources that could be offset by joint ventures with our faith community partners.

Mentoring is just one aspect of faith-based reintegration services. CSOSA is working with its partners to develop a citywide network of faith-based services, including job training, substance abuse aftercare and support, transitional housing, family counseling, and other services. CSOSA has divided the city into three service areas, or clusters, and funded a Lead Faith Institution in each cluster. We are in the process of working with these institutions to map resources, identify service gaps, and build additional faith-based capacity throughout the city.



CSP/Police Community Partnership

To improve public safety and increase offender accountability, CSP is working closely with the DC Metropolitan Police Department (MPD) to form partnerships with the community. Partnerships enhance the contribution CSP can make to the community by increasing law enforcement presence and visibility.

Working in specific Police Service Areas (PSAs), our Community Supervision Officers collaborate with police officers to share information and provide joint supervision of offenders in the area through regular meetings and joint accountability tours. CSP also works in partnership with the community through the development of community service opportunities for offenders. These opportunities enable offenders to contribute to the community while developing work skills and habits, building positive relationships, and fulfilling court-imposed community service requirements.

CSP/Grant Fiscal Agent Partnerships

In FY 2004, CSP assumed fiscal agent duties for two Department of Justice (DOJ) grant programs with the purpose of increasing public safety for the District of Columbia: 1) Weed and Seed, and 2) Project Safe Neighborhood.

Acting in the capacity of the fiscal agent for the Weed and Seed and Project Safe Neighborhood grants, CSP's responsibilities include:

- Administrative/fiscal oversight;
- Joint management of sub-grantee's, report sub grantee activity to the steering committee and monitoring the activity of the community advisory boards;
- Monitoring each program for its fiscal capabilities and programmatic progress; review and monitor progress and disburse funding as approved;
- Prepare the categorical assistance progress reports and financial reports to DOJ;
- Oversight of overall program strategy, follow-on application submission and provide technical assistance as needed; and
- Address program and problematic issues; conduct site visits.

Weed and Seed Grant: Operation Weed and Seed, administered by the Community Capacity Development Office (CCD), Office of Justice Programs (OJP), DOJ, and the United States Attorneys' Office (USAO) is a community-based initiative that encompasses an innovative and comprehensive multi-Agency approach to law enforcement, crime prevention, and community revitalization. Operation Weed and Seed is foremost a strategy aimed to prevent, control, and reduce violent crime, drug abuse, and gang activity in three high crime neighborhoods in the District.

CSP is the grantee/fiscal agent for the District, therefore responsible for receiving the award from DOJ on behalf of the USAO and disbursing the funds to recipients in accordance with the approved application, budgets and DOJ financial guidelines.

The Weed and Seed partnership is a multi-level strategic plan that includes four basic components: Law enforcement; community policing, prevention/intervention/treatment and neighborhood restoration. Currently, there are three active Weed and Seed sites in the District consisting of the Marshall Heights/Eastgate, Columbia Heights, and Congress Heights communities. Within this partnership, Weed and Seed grant funding is provided to the DC Metropolitan Police Department (MPD), which focuses on law enforcement and community policing, representing the “weeding” aspect of the strategy. The prevention, intervention, treatment and neighborhood restoration represents the “seeding” phase as implemented by several community-based agencies funded with the Weed and Seed grant. The various agencies focus on neighborhood efforts to enhance protective factors while reducing risks, thus promoting behavior that ultimately leads to personal success. Our community-based partners include The Columbia Heights/Shaw Family Support Collaborative, The Latin American Youth Center, Columbia Heights Youth Club, The Boys and Girls Clubhouse #10, Neighbors’ Consejo, The Urban League, The Alliance of Concerned Men, Inner Thoughts, East of the River Clergy Police Community Partnership, The Duke Ellington School of Performing Arts, The Bellevue Training Center, The Department of Parks and Recreation and a host of other who have participated in this mobilizing collaborative project.

During FY 2005, The Weed and Seed program focused on prevention, intervention, and treatment services for the children and families of these impoverished areas. Neighborhood restoration components focused on beautification and revitalization initiatives with the closing of nuisance properties and the development of employment, educational and vocational opportunities for its residents. MPD and its law enforcement efforts reduced the number of gang related crimes, reduced property crimes, increased police presence in neighborhood schools and vigorously enforced the truancy laws. With the continued work of the Gang Intervention Partnership (GIP), a special unit of MPD, outreach and communication efforts have successfully reduced the number of juvenile and gang related crimes.

In FY 2006, two new service sites were introduced. The first site, Frederick Douglass Memorial borders the prior Weed and Seed site known as Congress Heights. This site selection was based upon extensive research and review of existing data; discussions with residents, resource providers, government agencies, public meetings and various assessments. The consensus of all contributors was that this “new site” needed to be within the community known as Anacostia and its extended areas. The focus, as indicated in the community need assessment, were employment/job needs, domestic violence assistance, drug treatment, mental health and improvements within the schools located in the target areas. In partnership with the Metropolitan Police Department the Frederick Douglass Site will focus on reducing gun violence, dismantling neighborhood “crews” decreasing occurrence of domestic violence, enhance the re-entry programs for ex-offenders, providing access to job training opportunities for youth and adults in addition to providing access to resources to address the aftermath of violent and criminal acts. The resources infused in the area are Calvin Woodland Foundation, Woodland Terrace Tigers, Peaceoholics, The Boys and Girls Club of Greater Washington DC, East Capitol Center for Change, Court Services and Offenders Supervision Agency, East River Community Court; Truancy Court Drug Court, Family Court, Neighborhood Services,

AmericCorps VISTA/NCCC, Job Corps, National Alliance for Change, various faith-based partners and a host of other partners who have a vested interest in this community.

The second new site is the Northwest site, which borders the southwestern boundaries of the existing Columbia Heights Weed and Seed site. The decision to apply for funding was intended to continue to build and expand upon the successes made in the Columbia Heights communities. Approximately 200 community residents, community leaders, police officials, elected officials and representatives from core government agencies have had input in the development of the sites' strategy. In addition to a wide ranged community dialogue on public safety, gang and crew violence, truancy prevention and neighborhood revitalization, this site has conducted a rigorous and through asset mapping of the designated areas including small business, churches, schools, community based organizations, tenant associations, and owners of vacant/abandoned properties. The Northwest DC Weed and Seed strategy will be implemented from 2006 and continue through 2010. Invested partners include the Columbia Heights Family Shaw Collaborative, The Georgia Avenue/Rock Creek East Collaborative Fatherhood program, Family Support Community Association, The Gang Intelligent Unit of The Metropolitan Police Department, Superior Court Social Services, various safe haven and many other organizations who in partnership shall provide services to implement a holistic intervention strategy.

The Weed and Seed program continues to demonstrate its impact with the development of youth leadership and summer camps, job training, job placement, tutoring, self-sufficiency workshops, victim assistance programming, parenting classes, safe haven activities, employment job fairs, juvenile re-entry, home ownership training, financial planning, community clean-up projects and a host of other services to assist with the revitalization of community and family.

Project Safe Neighborhoods Grant: Project Safe Neighborhoods (PSN) is a nation-wide commitment to reduce gun crime by networking existing local programs that target gun crime and providing those programs with additional tools necessary to be successful. The goal is to take a hard line against gun criminals through every available means to create safer neighborhoods. PSN is administered by DOJ.

CSP is the fiscal agent in PSN in the District of Columbia, working with other law enforcement and community organizations to enhance prosecution for and to prevent weapons-related and other forms of violent crime. In its third year, various partners include, CSP, the United States Attorney's Office (USAO), the DC Metropolitan Police Department (MPD), the Office of the Attorney General for the District of Columbia, East of the River Clergy Police Community Partnership, Sasha Bruce Youthworks, Inc., Peaceoholics, The Alliance of Concerned Men, Inner Thoughts, Inc., and Survivors of Homicide are all service providers involved in this initiative. CSP receives funds from DOJ and disburses the funds to sub-recipients in accordance with DOJ approval.

The investigative and prosecution aspects of PSN take advantage of the structure provided by the CSOSA-MPD partnership. CSOSA, MPD and USAO meet regularly to share information on potential suspects and victims of violent crime in hot spots where high rates of drug activity and violent crime coincide. In addition, Assistant United States Attorneys attend offender Mass Orientations (described in the section on the CSOSA-MPD partnership) to emphasize the severe

legal consequences for repeat possession of a firearm or possession of a firearm during the commission of other crimes.

CSOSA utilized PSN funds to develop of a Violence Reduction Treatment Intervention. The program teaches offenders new strategies to manage anger and improve problem-solving skills. In addition, participants in the program work with community coaches who will lead them in developing a community service project that restores some of the damage caused by crime.

The East of the River Clergy-Police Community Partnership recruits youth (ages 13-24) to participate in violent crime prevention and intervention programs to reduce gang and firearms-related violence in and around the Woodland Terrace apartment complex in southeast Washington DC.

Sasha Bruce Youthworks, Inc. provides outreach and counselign to youth engaged in gang and gun-related crime and violence in Wards 7 and 8 in Southeast Washington DC. Sasha Bruce will provide a case manager to work with youth indentified as at-risk throught the community-based Violence Intervention Program. Services shall include counseling, educations, AIDS prevention, substance abuse prevention in addition to monitoring the youths' progress with services providers as referred.

In addition, the MPD will test and record data on firearms recovered in the District of Columbia to investigate and solve firearms related violence in PSN hot spots. The Office of the Attorney General for the District of Columbia has hired a specialized juvenile prosecutor whose focus is on weapons-related crime in PSN hot spots.

Accomplishments

- Conducted specialized Mass Orientations, including one for Spanish-speaking offenders, one for sanctioning domestic violence offenders, and three for offenders supervised by mental health supervision teams.
- In June 2003, CSOSA expanded our Faith Community Partnership to include inmates housed at the Federal Bureau of Prison's Rivers Correctional Institution in North Carolina, which has a large population of District of Columbia inmates. Our activities with Rivers have included bi-weekly video mentoring and Community Resource Day presentations on DC programs and services available to returning offenders.
- Acted as fiscal agent for the Weed and Seed and Project Safe Neighborhoods initiatives.
- Conducted Quarterly Meetings with the Metropolitan Police Department, including each District Commander.
- Developed partnerships with BOP and community groups to improve offender re-entry.

- Continued to improve information gathering by developing relationships and collaborations with CSOSA's law enforcement partners, the D.C. U.S. Attorney's Office and the Pretrial Services Agency.
- Continued to collaborate and enhance the Cross Borders Initiative with neighboring jurisdictions.
- Continued to collaborate with the Child Support Enforcement Division to comply with the requirements of the Offender Self-Sufficiency Act.
- Reached out to several D.C. public schools and held informative meetings on sex offenders, including internet sites available for searching to determine if a school volunteer or potential employee was on a sex offender registry.
- CSP staff participated on joint warrant operations with Metropolitan Police Department staff.
- CSP staff coordinated a number of community-based activities including: several employment/resource job fairs; a Domestic Violence Conference and a Mental Health Conference.
- As DC declared a Crime Emergency July through October 2006, developed and implemented an initiative to conduct weekend accountability tours with MPD, targeting high risk offenders.

Performance Measures

Throughout the first six years of CSOSA's existence, performance measures for this CSF focused on establishing the framework for community partnerships. CSP adopted two "milestone" measures: establishing active partnerships with the Metropolitan Police Department in all Police Districts, and establishing functional Community Justice Advisory Networks in all police districts. These measures have been achieved and have resulted in scheduled partnership activities: case presentations and accountability tours with MPD, CJAN meetings and Offender Mass Orientations in each police district. In addition, CSP's partnership activities have expanded to encompass our work with the faith community and our role in grant administration.

We are in the process of developing additional measures that focus on the *effectiveness* of our partnership activities rather than the *extent* of these activities. Such measures may involve different methodologies, such as survey research or sampling.

MEASURE	FY 2002	FY 2003	FY 2004 Target	FY 2004	FY 2005
4.1. Agreements are established and maintained with organizations through which offenders can fulfill community service requirements.	38	41	+10%	41	Measure under review.
	An estimated 41 Memoranda of Understanding (MOUs) have been established between CSP and providing organizations. This measure is being revised to reflect the availability of effective community service slots rather than the number of agencies providing those slots.				
4.2. Agreements are established and maintained with organizations to provide offenders with job opportunities.	2,632 slots	NA	Baseline	NA	Measure under review.
	This measure is being revised to reflect the number of employment slots developed through CSP's VOTEE unit rather than the number of agreements with potential employers.				
4.3. Each offender classified to intensive or maximum supervision has his/her case presented at Metropolitan Police Department partnership meetings within 60 days of the classification.	53%	60%	60%	NA	Measure under review.
	Data for this activity has proven difficult to retrieve because it is embedded in the offender's "running record," or case notes. Efforts are continuing to develop a reliable methodology to extract this data.				

Measure Under Development

- Accountability Tours with the Metropolitan Police Department occur per Agency policy.**
 During FY 2001, the policy defining accountability tour frequency was in development. During FY 2002, this data was captured manually, but a sample of cases indicated that data entry was not reliable enough to report performance on this measure.

Data Availability. The frequency of accountability tours is tracked through the running record; the officer selects "accountability tour" as the purpose for the running record entry. In FY 2003, this selection was made for 2,722 entries. In FY 2004, 4,766 accountability tours were recorded. In FY 2005, a total of 4,939 accountability tours were recorded. During FY 2006, 7,499 accountability tours were conducted, including 4,963 tours during the D.C. Crime Emergency (July through September). Most of the Crime Emergency tours were conducted at night and on weekends.

Community Supervision Program

Summary of Change

fiscal year 2008

	Perm Pos.	FTE	Amount \$(000)
FY 2007 Budget Estimate (FY 2006 Enacted)	914	914	128,066
Adjustments to Base:			
FY 2007 RSC	-	-	3,428
FY 2007 Pay Raise	-	-	2,128
FY 2007 GPI	-	-	1,835
Total ATB	-	-	7,391
FY 2007 President's Budget	914	914	135,457
Adjustments to Base:			
FY 2008 RSC	6	6	801
FY 2008 Pay Raise	-	-	2,966
FY 2008 General Price Increase	-	-	1,225
Total ATB	6	6	4,992
2008 BASE	920	920	140,449
Program Changes:	-	-	-
Total Program Changes	-	-	-
Total Changes	6	6	4,992
FY 2008 Request	920	920	140,449
Percent Increase over FY 2007 Budget Estimate:	1%	1%	9.7%
Percent Increase over FY 2007 President's Budget:	1%	1%	3.7%

Community Supervision Program
Salaries and Expenses
Summary of Requirements by Grade and Object Class
(dollars in thousands)

	FY 2006 Actual		FY 2007 Estimate		FY 2007 President's Budget		FY 2008 Request		Variance	
		<i>Amt</i>	<i>Pos</i>	<i>Amt</i>			<i>Pos</i>	<i>Amt</i>	<i>Pos</i>	<i>Amt</i>
EX	1	143	1	143	1	150	1	157	-	14
SL	8	1,180	8	1,180	8	1,242	8	1,296	-	116
GS-15	18	2,200	18	2,200	18	2,315	18	2,415	-	215
GS-14	54	4,943	54	4,943	54	5,787	54	5,477	-	534
GS-13	99	7,286	99	7,286	99	8,839	99	8,146	-	860
GS-12	305	18,220	305	18,220	305	22,164	305	20,440	-	2,220
GS-11	82	4,436	82	4,436	82	5,084	82	5,117	-	681
GS-10	1	48	-	-	-	-	-	4	-	4
GS-09	91	3,224	92	3,272	92	4,227	92	3,628	-	356
GS-08	44	1,443	44	1,443	44	2,258	44	1,829	-	386
GS-07	157	4,645	157	4,645	157	8,569	157	6,736	-	2,091
GS-06	28	521	28	521	29	1,119	28	601	-	80
GS-05	19	560	19	560	19	601	19	638	-	78
GS-04	-	-	-	-	5	295	-	15	-	15
GS-03	7	61	7	61	1	22	7	65	-	4
GS-02	-	-	-	-	-	-	-	-	-	-
GS-01	-	-	-	-	-	-	-	-	-	-
Total Appropriated Positions	914	48,910	914	48,910	914	62,672	914	56,562	-	7,652
Object Class										
11.1 Full Time Permanent	914	48,910	914	48,910	914	62,672	914	56,562	-	7,652
11.3 Other Than Full-Time Permanent		1,976		1,976		2,500		1,976	-	-
11.5 Other Personal Compensation		853		853		745		865	-	12
11.8 Special Personal Services		3		3		592		3	-	-
12.0 Personnel Benefits		17,285		17,285		19,928		19,037	-	1,752
13.0 Unemployment Compensation		32		32		28		32	-	-
Total Personnel Costs	914	69,059	914	69,059	914	86,465	914	78,475	-	9,416
21.0 Travel & Training		923		923		980		1,027	-	104
22.0 Transportation of Things		220		253		254		281	-	28
23.1 Rental Payments to GSA		1,749		1,484		1,484		1,733	-	249
23.2 Rental Payments to Others		7,960		10,248		10,250		9,461	-	(787)
23.3 Comm, Utilities & Misc.		2,037		2,592		2,600		2,778	-	186
24.0 Printing and Reproduction		72		36		36		40	-	4
25.1 Consulting Services		749		5,780		5,885		6,385	-	605
25.2 Other Services		34,035		29,960		19,766		32,040	-	2,080
25.3 Purchases from Gov't Accts		1,603		947		948		1,063	-	116
25.4 Maintenance of Facilities		733		967		967		1,028	-	61
25.6 Medical Care		-		5		5		5	-	-
25.7 Maintenance of Equipment		307		717		717		762	-	45
26.0 Supplies and Materials		1,359		1,051		1,053		1,131	-	80
31.0 Furniture and Equipment		3,830		4,009		4,011		4,196	-	187
32.0 Buildout		1,945		35		36		44	-	9
Non-Personnel Costs		57,522	-	59,007		48,992	-	61,974	-	2,967
TOTAL	914	126,581	914	128,066		135,457	914	140,449	-	12,383
OUTLAYS		128,830		133,682		133,979		137,972		4,290